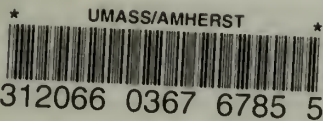


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UNIVERSITY OF

MASSACHUSETTS

MEDICAL CENTER

ANNUAL REPORT

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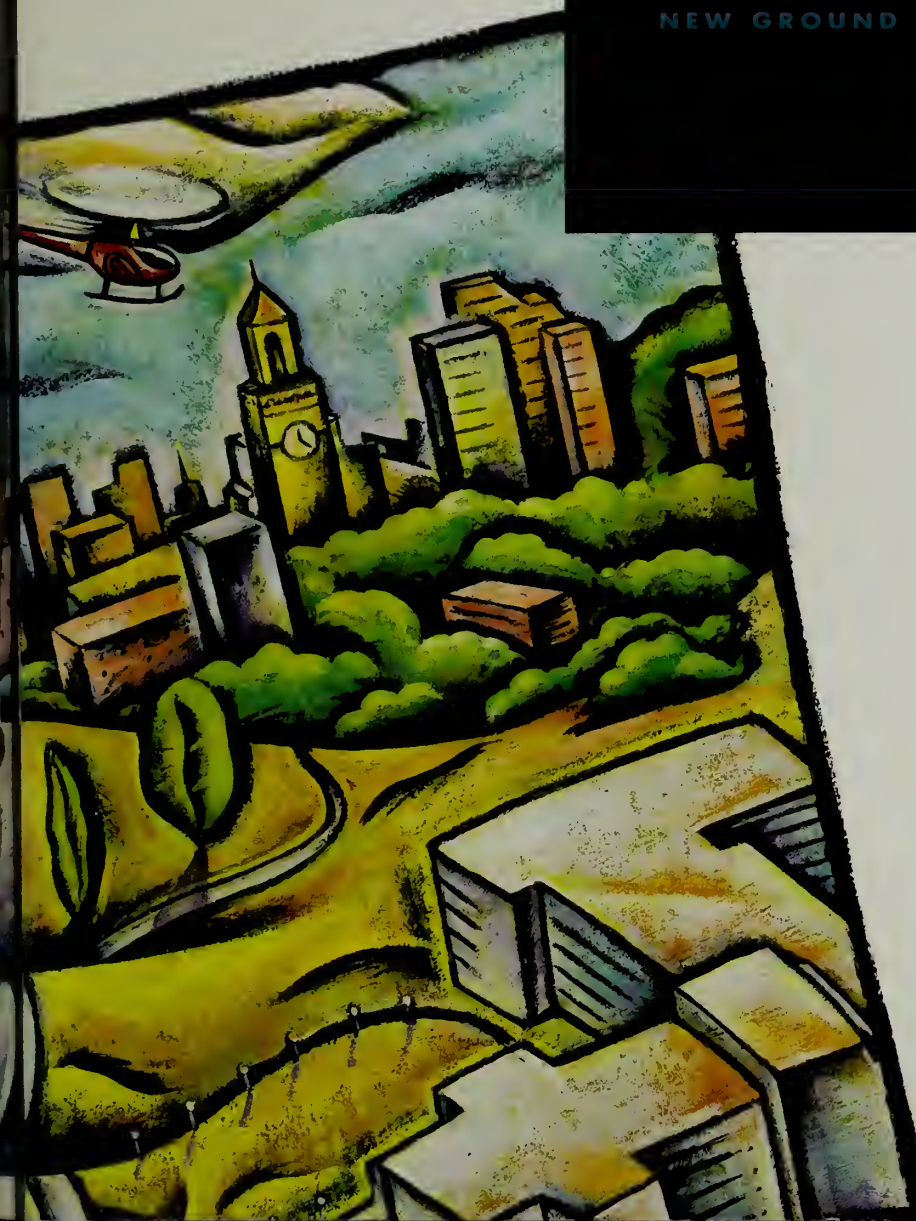
BREAKING

NEW GROUND

GOVERNMENT DOCUMENTS
COLLECTION

APR 9 8 1993

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THE MISSION OF THE UNIVERSITY OF
MASSACHUSETTS MEDICAL CENTER
IS TO SERVE THE PEOPLE OF THE
COMMONWEALTH THROUGH EXCELLENCE
IN HEALTHCARE EDUCATION, SERVICE
AND RESEARCH.

A MESSAGE FROM THE CHANCELLOR

FOR THE COMMONWEALTH'S MEDICAL CENTER, THE YEAR 1992 WAS VERY SATISFYING.

SUPPORTED BY NEW LEADERSHIP OF THE FIVE-CAMPUS UNIVERSITY, A GRATIFYING RELATIONSHIP WITH STATE GOVERNMENT, AND A STRENGTHENING RELATIONSHIP WITH THE COMMUNITY, WE HAVE BEEN ABLE TO ACCOMPLISH A GREAT DEAL IN EDUCATION, RESEARCH AND CLINICAL CARE.

TO LIST BUT A FEW ITEMS, WE OPENED A NEW OUTPATIENT BUILDING, PURCHASED TWO BIOTECH (THROUGH THE UMASS FOUNDATION), EFFECTED A NEW ARRANGEMENT FOR MANAGEMENT OF THE FORMER WORCESTER CITY HOSPITAL, EMPOWERED OUR EDUCATIONAL POLICY COMMITTEE TO BEGIN A RENEWAL OF THE MEDICAL STUDENT CURRICULUM, DEVELOPED A SET OF GOALS AND OBJECTIVES FOR MEDICAL SCHOOL EDUCATION, RECEIVED A ROBERT WOOD JOHNSON GRANT FOR INCREASING THE NUMBER OF PRIMARY CARE PHYSICIANS, ESTABLISHED A

CANCER CENTER AND RECRUITED ITS DIRECTOR, AND RECRUITED A CHAIR OF PSYCHIATRY AND A DEPUTY CHANCELLOR FOR MANAGEMENT AND FINANCE. THESE AND OTHER ACTIVITIES DESCRIBED ON THE FOLLOWING PAGES ADDRESS OUR MISSION OF SERVING THE PEOPLE OF THE

COMMONWEALTH IN HEALTHCARE EDUCATION, SERVICE AND RESEARCH. THIS ANNUAL REPORT OFFERS A "SNAPSHOT" GLIMPSE OF HOW ONE MIGHT MEASURE OUR COMMUNITY IMPACT, IN THE WORDS OF SOME KEY OBSERVERS. LIKE OTHER ACADEMIC HEALTH CENTERS AND

HOSPITALS, THIS MEDICAL CENTER FACES SIGNIFICANT EXTERNAL CHALLENGES TO THE CONDUCT

OF ITS EDUCATIONAL, CLINICAL AND RESEARCH ACTIVITIES. WHAT WE DO IN EACH OF THESE

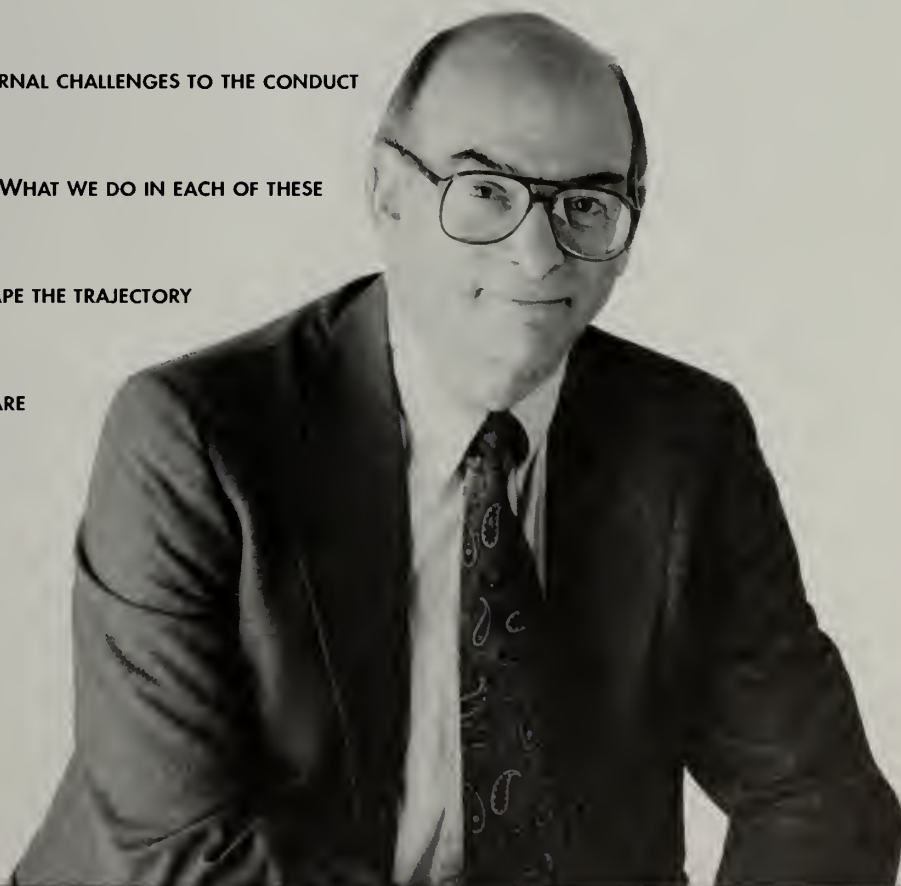
AREAS DURING THE NEXT THREE YEARS, I BELIEVE, WILL SHAPE THE TRAJECTORY

OF UMMC FOR THE DECADES AHEAD. I INVITE YOU TO SHARE

MY ANTICIPATION AND EXCITEMENT FOR OUR FUTURE.

Aaron Lazare

AARON LAZARE, MD, CHANCELLOR/DEAN





"THE MOST OBVIOUS IMPACT THE

**CHILDREN'S MEDICAL CENTER HAS ON THE
COMMUNITY IS THAT PATIENTS NO LONGER
HAVE TO GO TO BOSTON FOR SPECIAL PEDI-
ATRIC SERVICES! CHILDREN ARE RECEIVING
HIGH QUALITY CARE IN A CONVENIENT
LOCATION. THE FEEDBACK I'M HEARING
FROM FAMILIES IS THAT THE NEW PEDIATRIC
OUTPATIENT FACILITY PROVIDES A MUCH
MORE FRIENDLY AND MANAGEABLE EXPERI-
ENCE. AND THE ONGOING
COMMUNICATION BETWEEN THE
CMC AND REFERRING PEDIATRICIANS
ENHANCES CONTINUITY
OF CARE FOR OUR
PATIENTS."**

**BREAKING GROUND, BREAKING
BARRIERS, BREAKING RECORDS.**

The Medical Center's year of unprecedented growth in facilities and services is palpable on campus, in the city, and throughout the region. New space, new programs and new partnerships have changed both the imprint and the impact of UMass and enhanced its capacity to serve patients, healthcare professionals and communities, in the region and statewide.

CHILDREN'S MEDICAL CENTER

A closer look at the most notable areas of growth and change begins on the main campus, where UMMC announced development of the Children's Medical Center (CMC), which is critically important to meeting the region's needs in healthcare for children. A "hospital within a hospital," it welcomes patients whose health problems require specialists dedicated solely to the care of children.

The CMC provides a full range of services offered through departments such as pediatrics, medicine, psychiatry, orthopedics, radiology and surgery.

Each year, nearly 3,000 children are admitted to the hospital's pediatric inpatient and intensive care units. The newly renovated seven-bed ICU and four-bed ICA (intermediate care area) have expanded CMC's capacity to care for critically ill children. For even the smallest infant, a state-of-the-art system provides detailed monitoring of respiratory rate, blood pressure, temperature and more than a dozen other physiological indicators. More than 27,000 children visit CMC outpatient clinics yearly, and more than a third of them require ongoing care for chronic disorders. Another 15,000 children are cared for in the UMass Emergency Department, the only one in Central Massachusetts staffed by pediatric emergency specialists 24 hours a day.

"Development of the Children's Medical Center is a natural outgrowth of UMass Hospital's continuing role as the primary medical facility for treatment of severely and chronically ill infants, children and adolescents in Central Massachusetts," notes Evan Charney, MD, professor and chair of pediatrics, who heads the CMC Steering Committee. "Our specialists provide services to children and their families that are not available at any other single location in the region."

**LYNDA YOUNG, MD
COMMUNITY PEDIATRICIAN,
WORCESTER**



BENEDICT BUILDING

To see their doctors, parents now take their children to the new Joseph T. Benedict Building, UMMC's first new patient care structure since the hospital opened in 1976. Explosive growth in pediatric and adult outpatient visits – from 87,000 in 1980 to more than 200,000 in 1990 – created a critical need for more space.

"When I think of the Medical Center, I think of it almost like an adolescent that has outgrown its clothes," says Gail Frieswick, EdD, vice chancellor and hospital director. The limitations of clinic space designed more than 20 years ago posed increasing challenges, she notes, as the services provided by UMass grew in number and complexity.

Named in honor of the founding chair of UMMC's Hospital Management Board, the Benedict Building provides 21st-century space for UMMC's services in adult primary care, psychiatry, behavioral medicine, family medicine and employee health, as well as pediatric primary care and subspecialties. In turn, relocation of these services to the new building allows expansion of the clinics that remain in the hospital.

The Benedict Building's first two floors provide approximately 44,000 square feet of patient-care space. The third floor, to be occupied by summer 1993, will house outpatient administration and related academic activities.

TWO BIOTECH

Antidotes for growing pains didn't stop at the campus boundaries. What began as leased space for UMMC's Program in Molecular Medicine (PMM) – at Two Biotech in the Massachusetts Biotechnology Research Park across Plantation Street – became part of UMass, with the agreement made in 1992 to buy the building.

Last year, the PMM attracted nearly \$9 million in direct and indirect research funding to UMass. Now, relocation of Two Biotech's other tenants will provide expansion space that enhances UMMC's overall research mission, which in FY 93 is expected to bring in \$58 million (see page 30). Some of the technology resulting from this research ultimately will be transferred to the private sector for commercial use. And Two Biotech will become the base for the new Cancer Center to be developed in 1993 by Peter Quesenberry, MD (see page 13).

According to Richard Stanton, deputy chancellor, the purchase and financing of Two Biotech was the first time the medical school brought a bond issue to market, using "new tools" through the University of Massachusetts Foundation

and the Massachusetts Health and Educational Facilities Authority. The favorable rate received and successful completion of the transfer "serves as a guide to meeting future growth and expansion needs of the Medical Center," he says.

As Worcester's largest employer, the Medical Center still counts the great majority of its workforce on the hillside campus above Lake Quinsigamond. But as a result of significant changes that took place last year, two downtown locations became UMass workplaces as well.

PEOPLES BANK BUILDING

When Worcester's venerable Norton Company moved its executive offices to the city's Greendale section, it left vacant three floors of the Peoples Bank Building at Worcester Center. Sensitive to community concerns about downtown's viability, Norton donated the 50,000 square feet to the University of Massachusetts Medical Center Foundation for the three years remaining in the lease.

"We believe that UMass is a valuable resource for Worcester," says Michel L. Besson, president and CEO of Norton Company. "We're pleased that we've been able to help this vital medical center expand its services to the community and at the same time put an available Norton asset to good use."

Part of the Norton space at Peoples Bank was converted for use by UMMC's Group Practice Plan, whose 100 employees comprise the administrative staff for the medical school's clinical faculty members. The remainder houses UMass's departments of continuing medical education, marketing and planning, and computer applications.

While beset by delays in its redevelopment, Worcester Center drew renewed life from the presence of these employees and the estimated 3,000 physicians, nurses, scientists and technicians who attended UMass continuing medical education programs there last year. The conference facilities in the Peoples Bank space are ideal for such programs and conveniently located for area healthcare professionals – in short, the kind of meeting space that's unavailable on the main campus and previously had to be rented.

Donald J. Hnatowich, PhD, professor of nuclear medicine, whose international symposium on radiopharmacokinetics took place there, says that having "our own conference facility downtown allowed us to offer an affordable program in an attractive and functional space. For the conference participants, the central location meant just a short walk to hotels, restaurants and Worcester sites."

DAVID P. FORSBERG
CHIEF DEVELOPMENT OFFICER,
CITY OF WORCESTER;
FORMER MASSACHUSETTS
SECRETARY OF HEALTH
AND HUMAN SERVICES

UMASS CITY CAMPUS

About a half mile away, just off Chandler Street in the Piedmont neighborhood, transition of the former Worcester City Hospital to a comprehensive, community-based healthcare center was finalized in 1992, officially making the urban site UMass City Campus.

The transition marked the end of a year-long effort to rehabilitate the former municipal hospital. It had closed as an acute care facility in September 1991, threatening financial disaster for the city. At the request of David Forsberg of Worcester, who was then the commonwealth's secretary of health and human services, UMass assumed responsibility for the site and worked together with city and state officials, the Worcester Health and Hospitals Authority, and several area health agencies, to form a community healthcare collaborative.



"UMASS STEPPED FORWARD TO

HELP THE CITY OF WORCESTER AND THE

COMMONWEALTH OF MASSACHUSETTS

SOLVE AN INCREDIBLY DIFFICULT PROBLEM.

THE COOPERATION WAS UNPRECEDENTED;

THE OUTCOME WAS A HEALTHCARE VICTORY,

IF NOT MIRACLE, WHICH RESULTED IN THE

PRESERVATION OF QUALITY PRIMARY CARE

FOR A COMMUNITY WITH A REAL NEED

FOR THESE SERVICES."

"IN MY ROLE WITH COMMUNITY

HEALTHLINK, I'VE WATCHED WITH GREAT
PERSONAL SATISFACTION HOW THE LIVES OF
OUR MOST VULNERABLE CITIZENS HAVE BEEN
ENHANCED BY THE MEDICAL CENTER'S
EXPANDING HEALTHCARE PROGRAMS.
THE FORMAL AFFILIATION OF OUR TWO
ORGANIZATIONS THIS PAST YEAR CREATES
A UNIFIED SYSTEM OF SERVICES FOR RESI-
DENTS OF CENTRAL MASSACHUSETTS.
THE WILLINGNESS OF UMASS TO ASSUME
RESPONSIBILITY FOR THE
FORMER CITY HOSPITAL
ALLOWS CRITICALLY
NEEDED SERVICES
TO CONTINUE."

Patient care services provided at City Campus include urgent care, primary care, and radiology and laboratory services by Family Health and Social Service Center; substance abuse treatment by Community Healthlink; and geriatric/oncology rehabilitation by Fairlawn Rehabilitation Hospital. Other facilities on the campus are being renovated for use by UMMC support services that can be located off the main campus.

COMMUNITY HEALTHLINK

Community Healthlink, the private, nonprofit organization formerly known as the Worcester Area Community Mental Health Center, provides comprehensive mental health services for the people of the city, including the homeless population. Healthlink's Thayer Institute runs the alcohol detoxification and

driving-under-the-influence (DUI) programs at City Campus, under the clinical supervision of UMMC's Department of Psychiatry.

This new partnership with UMass allowed the city to continue its alcohol detox program and to bring one of only two DUI programs in the commonwealth to City Campus, according to Paul S. Appelbaum, MD, professor and chair of psychiatry. "It also allowed us to include alcohol, substance abuse, and a potential outpatient rehabilitation program to be included in the array of clinical services we provide," he points out.

HIV/AIDS NURSING

Also in the inner city, the benefits of a new UMass nursing program began to emerge last year, through its first graduate's work in the city's Homeless Outreach and Advocacy Project (HOAP). The HIV/AIDS subspecialty developed by the Graduate School of Nursing is one of just five in the country funded by a three-year grant from the U.S. Health Resources and Services



DONALD J. MCGOWAN
CHAIR, BOARD OF DIRECTORS,
COMMUNITY HEALTHLINK INC.
PRESIDENT AND CEO,
FLAGSHIP BANK & TRUST COMPANY

Administration Division of Nursing. The purpose is to develop a cadre of nurse practitioners and clinical nurse specialists prepared to play leadership roles in creating effective programs for providing healthcare to people living with HIV, the virus that causes AIDS.

FORENSIC SERVICES

The region's court proceedings also feel the impact of UMass in the area of mental health, through a unique collaboration between the medical and legal systems. Funded by a grant last year from the Massachusetts Bar Foundation, the Department of Psychiatry's Child and Family Forensic Services (CFFS) is directed by Assistant Professor Geri Fuhrmann, PsyD.

It offers psychological evaluations and consultations to Worcester courts in cases involving children, such as complex divorce, custody and visitation disputes. In addition, CFFS sponsors educational conferences for members of the mental health, social services and legal communities.

A Massachusetts Probate and Family Court judge calls the program "an invaluable resource." Associate Justice Arline S. Rotman of the Worcester County Division says family courts increasingly are being called upon to determine difficult questions of custody, parental competence and allegations of physical or sexual abuse. "Sound judicial decision-making requires the kind of expert evidence we get from the psychologists involved in the UMass program. My job would be a lot harder if they weren't available – I call them my 'best friends!'"



ANN MARIE KAUNE, RNC, MS
(UMMC GRADUATE SCHOOL OF NURSING '92)
ADULT NURSE PRACTITIONER, HOMELESS
OUTREACH & ADVOCACY PROGRAM, WORCESTER

"IT'S ESSENTIAL TO HAVE

PRACTITIONERS ACROSS THE SPECTRUM

WHO'RE PREPARED TO WORK WITH HIV

AT THE COMMUNITY LEVEL. WE'RE SEEING

PEOPLE WHO HAVE LONGER PERIODS OF

FEELING RELATIVELY HEALTHY, BUT NEED

PROPER MANAGEMENT. IN MY WORK FOR

HOAP, I SEE A LOT OF PEOPLE WHO DON'T

ACCESS TRADITIONAL CARE. THE SPECIALIZED

TRAINING I GAINED AT THE GSN ENABLES

ME TO BRING TO SHELTERS AND SOUP

KITCHENS THE SAME LEVEL OF

QUALITY CARE OFFERED IN MORE

TRADITIONAL SETTINGS."



"WHEN A CITY'S POLICE, FIRE

AND EMERGENCY PERSONNEL ARE FOCUSED

TOWARD THE COMMON GOAL OF PROVIDING

PRE-HOSPITAL CARE, THE QUALITY OF THAT

CARE CAN ONLY INCREASE. THAT'S WHAT IS

HAPPENING IN WORCESTER WITH THE

EMERGENCY MEDICAL SERVICE UNDER THE

DIRECTION OF UMASS. THESE JOINT EFFORTS

MEAN FULL PARAMEDIC SERVICE FOR VICTIMS

OF ACCIDENTS, AND THAT'S THE HIGHEST

DEGREE OF PROFESSIONALISM AVAILABLE

FOR PRE-HOSPITAL CARE."

EMERGENCY MEDICAL SERVICES

Throughout the city, a highly visible UMass presence is Worcester Emergency Medical Services, which became part of UMMC when City Hospital closed. The EMS has implemented a number of improvements to become a more efficient, better-equipped municipal ambulance service.

Still dispatched from the 911 center at the Worcester Police Department, Worcester EMS acquired six new ambulances in 1992, three of which are stationed on standby at various sites around the city, including City Campus. The remaining three are based at UMass.

The ambulance service, which answers 16,000 calls annually, has maintained a response time of five minutes, which is three minutes under the national standard. Staffed by advanced life-support paramedics, EMS ambulances are prepared to respond with more equipment and staff during disaster and mass-casualty incidents.

An innovation made possible by UMMC's operation of the EMS is air-ground integration with UMass-based New England Life Flight, which celebrated its 10th anniversary in the fall. When bad weather prevents a helicopter from transporting critical patients, UMass can dispatch a flight nurse and flight physician to the scene by ground transport. A second helicopter, approved last fall on a trial basis, added a 12-hour backup capacity to transport critical patients when the primary aircraft is unavailable.

**DENNIS L. BUDD
CHIEF, FIRE DEPARTMENT
CITY OF WORCESTER**





"TRI-RIVER, MILFORD-WHITINS-

VILLE AND UMASS FORM WHAT I LIKE TO

CALL A NICE LITTLE TRIANGLE. BUT WE

NEEDED TO MAKE OUR 'CORNER' BIGGER.

THE ADDITION WE'RE BUILDING AT TRI-RIVER

WILL NEARLY QUADRUPLE ITS SPACE, AND

AN IMPORTANT REASON FOR IT IS TO

ESTABLISH OB/GYN SERVICES FOR OUR

COMMUNITY — SERVICES THAT WILL BE

PROVIDED WITH THE GUIDANCE OF UMASS."

TRI-RIVER FAMILY HEALTH CENTER

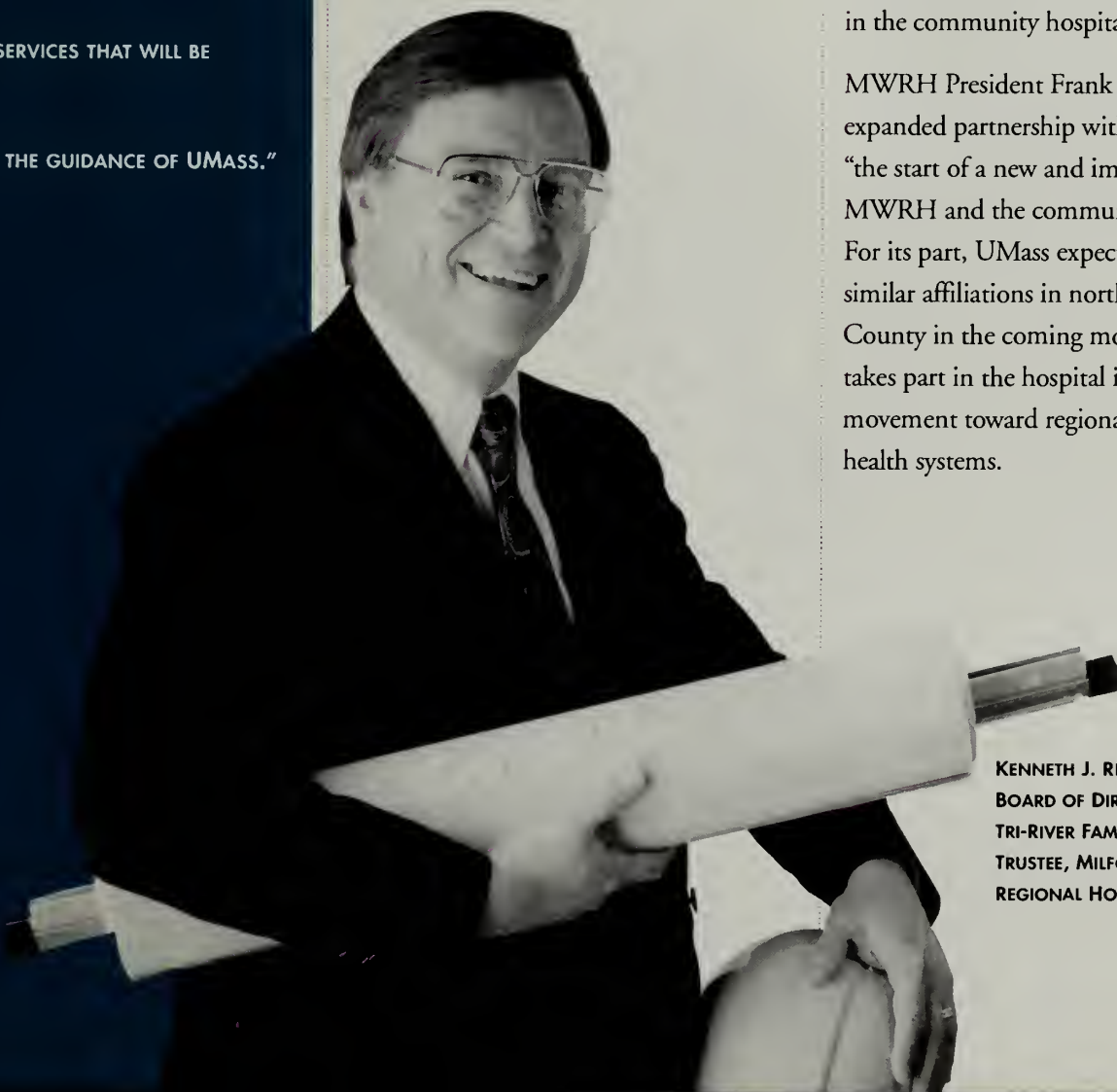
Beyond the city's boundaries, construction began on a 20,000-square-foot clinical addition to the Tri-River Family Health Center, a UMass satellite in Uxbridge. The facility will house a new obstetrics and gynecology service, expanded internal medicine and pediatrics clinics, diagnostic laboratories, and x-ray and medical records departments.

Tri-River opened in 1978 to meet the healthcare needs of Blackstone Valley, a federally designated "critical health manpower shortage area." Today a staff of 40, including 10 full-time physicians, handles 34,000 patient visits a year by residents of south-central Massachusetts and northern Rhode Island. In addition, Tri-River

serves as a community-based primary care training site for UMass resident physicians and medical students, reinforcing the initiative to educate generalist physicians (see page 12).

Tri-River exemplifies collaboration among several small towns, their community hospital — Milford-Whitinsville Regional Hospital (MWRH) — and UMass Hospital. UMMC last year became affiliated with MWRH in a move to develop closer linkages with community-based physicians. For MWRH physicians, the partnership gives them better access to the latest medical technology, some of which will be transferred to MWRH, and to the broad range of specialized UMMC services. Additionally, the educational affiliation (see page 12) enables these physicians to teach students in the community hospital setting.

MWRH President Frank Saba says the expanded partnership with UMass is "the start of a new and important era" for MWRH and the communities it serves. For its part, UMass expects to develop similar affiliations in northern Worcester County in the coming months, as it takes part in the hospital industry's movement toward regionally integrated health systems.



**KENNETH J. REDDING, CPA
BOARD OF DIRECTORS,
TRI-RIVER FAMILY HEALTH CENTER;
TRUSTEE, MILFORD-WHITINSVILLE
REGIONAL HOSPITAL**

THE YEAR IN REVIEW

Highlights of the past year reflect the Medical Center's mission to meet the healthcare needs of the commonwealth through excellence in education, service and research. Also noted is a sampling of faculty and staff achievements and honors.

EDUCATION

■ UMass was awarded a preliminary grant by the Robert Wood Johnson Foundation to take part in a long-term project that will address the nation's shortage of generalist physicians. Called the Generalist Physician Initiative, the project will put forth a comprehensive, integrated and creative set of initiatives aimed at increasing the number of students and residents pursuing careers in pediatrics, family and internal medicine. The initial \$150,000 grant will enable UMass to prepare a master proposal and compete for a six-year, \$2.4 million award. UMass was one of 18 medical institutions (out of 83) to make the first round; up to 12 finalists will be chosen for the major award.

■ The widest-ranging series of special events undertaken by UMMC in recent years successfully brought together Worcester's educational, business, academic and legislative communities to promote the importance of science in the community. UMMC was selected as regional sponsor of the nationwide program *Salute to Science* by the Alcohol, Drug Abuse and Mental Health Administration and the Association of Academic Health Centers (AAHC).

Under the leadership of Thomas Miller, PhD, dean of the Graduate School of Biomedical Sciences, and Jeffrey Geller, MD, professor of psychiatry, a planning committee worked for nearly a year to organize an ambitious, three-day spring program designed to create awareness and excitement about science and research in the community. A major component of *Salute to Science* involved students, teachers and administrators from Worcester public schools in lectures, workshops and tours on campus. In addition, more than 40 "visiting scientists" from UMMC conducted math and science activities in 53 classrooms of 11 elementary schools.

As part of the event, recognition was given to special guests Lamar Soutter, MD, founding dean of the medical school and UMMC's first chancellor, and Roger Bulger, MD, second chancellor/dean and now chief executive officer of AAHC. Guest speakers included leading scientists from the National Academy of Sciences and the National Institute of Mental Health.

■ In response to an increasing demand for primary care providers, the Graduate School of Nursing offered for the first time a post-master's certificate option in the specialty of adult nurse practitioner preparation. Nurses with master's degrees in other nursing specialties now can pursue a nurse practitioner program. All students currently enrolled in the program are from Central Massachusetts.

■ James McGuire, MD, UMMS '74, who was the first student accepted by the medical school in 1970, has been named chief of staff at Stanford University Hospital.

■ The Department of Medicine expanded its educational programs at the Milford-Whitinsville Regional Hospital to offer inpatient training for third- and fourth-year medical students. The hospital also is a site for educating students in the delivery of healthcare in the outpatient setting.

■ The Graduate School of Nursing held its first research symposium for graduate nursing students, with Pamela Maraldo, PhD, chief executive officer of the National League for Nursing, as keynote speaker. The event was titled "Healthcare Reform: Implications for Nursing Education, Research and Practice."

■ The Infectious Diseases Division of the Department of Medicine developed an educational program to help primary care physicians in the diagnosis and treatment of individuals infected with HIV. The program is being carried out at the Great Brook Valley Health Center.

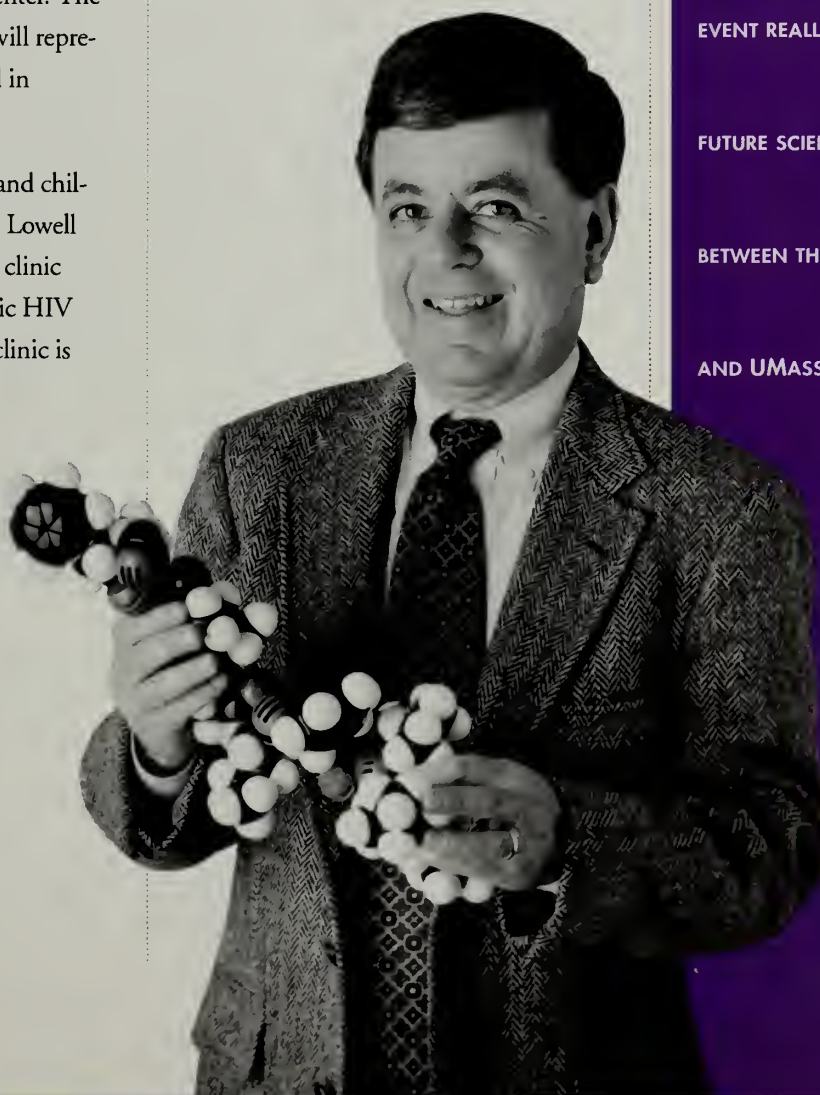
SERVICE

■ Peter J. Quesenberry, MD, was recruited from the University of Virginia Health Sciences Center to direct UMMC's new Cancer Center. He was appointed professor of medicine. Dr. Quesenberry's team includes F. Marc Stewart, MD, named director of hematology and oncology and associate professor of medicine, and Philip Lowry, MD, assistant professor of medicine and director of the Bone Marrow Transplant Unit being developed. Quesenberry and his colleagues are world renowned experts in research involving disorders of the hematopoietic system (production and development of blood cells) and in novel clinical approaches toward managing malignancies, including bone marrow transplantation. Quesenberry and Stewart also will be instrumental in reshaping and developing cancer research and clinical efforts at the Medical Center. The Bone Marrow Transplant Unit will represent the first program of its kind in Massachusetts outside Boston.

■ Specialized care for mothers and children with AIDS is offered at the Lowell Community Health Center in a clinic established by UMMC's Pediatric HIV Program. The federally funded clinic is

modeled after a UMMC program begun in 1990 at the Greater Lawrence Family Health Center.

■ The Transplantation Surgery Program, which has performed 160 kidney transplants since it began in 1986, received approval from the state to perform pancreas transplants, as well. Of the 15 New England centers for transplantation, UMMC is one of only four that have a pancreatic program. Since 1990, its one-year kidney transplant success rate has been greater than 90 percent – significantly better than the predicted national outcome as detailed in a report by the National Organ Procurement and Transplantation Network. Improved patient selection and preparation, as well as continued long-term follow-up and close monitoring, are credited for UMMC's high degree of success.



KEVIN KEANEY, M ED
PRINCIPAL,
WORCESTER EAST
MIDDLE SCHOOL

"OUR TEACHERS AND STUDENTS

ALIKE WERE VERY ENTHUSIASTIC ABOUT

SALUTE TO SCIENCE AT UMASS. THE KIDS

WERE EXCITED ABOUT BEING EXPOSED TO

DIFFERENT TECHNOLOGIES AND EXPERI-

MENTS, AND THE TEACHERS WERE ABLE TO

IDENTIFY OTHER PROJECTS THAT ARE

SUPPORTIVE OF THIS EFFORT. THE WHOLE

EVENT REALLY PLANTED THE SEED FOR

FUTURE SCIENCE EDUCATION PROGRAMS

BETWEEN THE WORCESTER SCHOOLS

AND UMASS."

■ Outpatient psychiatry opened the state's first comprehensive Premenstrual Syndrome Clinic. The program offers diagnostic evaluation, medical and non-medical treatment, as well as consultation to physicians in Worcester. Founded and directed by Andrea B. Stone, MD, assistant professor of psychiatry, the clinic also is conducting related research.

■ New England's only multi-disciplinary clinic for venous diseases was established by Michael J. Rohrer, MD, and Raymond M. Dunn, MD, assistant professors of surgery, in collaboration with the Division of Dermatology and the Department of Radiology. The clinic treats such disorders as varicose veins, venous leg ulcers and phlebitis.

■ A new service for international travelers was established by the Division of Infectious Diseases. One of only two university-based travel clinics in the state, the UMMC Traveler's Health Service provides vaccinations and information relating to specific diseases, including the latest on disease outbreaks around the world.

■ Significant expansion of health services to children south of Worcester was made possible by the relocation of UMMC's South County Pediatric Center to Hubbard Regional Hospital in Webster.

■ The Division of Renal Medicine became responsible for the medical directorship of University Dialysis Center, a privately owned and operated facility located in Shrewsbury.

■ A Division of Pediatric Emergency Services was established by the Department of Pediatrics. Plans are under way for a separate area within the Emergency Department, designed for the needs of children. Pediatric emergency specialists will staff the new service.

■ The Division of Digestive Diseases and Nutrition established the Liver, Biliary and Pancreatic Center, the only such facility in Central Massachusetts and one of only a few in New England. The program is designed to treat all diseases and disorders of the liver and pancreas. Directed by Herbert Bonkovsky, MD, professor of medicine and biochemistry & molecular biology, the division also established a program for the study of disorders of iron and porphyrin metabolism. (Porphyrins arise from the partial deficiency of liver enzymes.)

■ The Department of Orthopedics established a clinic at Fairlawn Rehabilitation Hospital to treat patients with muscle spasticity resulting from brain trauma. Patients are treated with selective blocks and medications.

■ Official status as a Cystic Fibrosis Center was awarded to the Pulmonary Division of the Department of Pediatrics, Children's Medical Center. Only UMMC's program – which has been treating patients with CF since 1981 – was certified by the Cystic Fibrosis Foundation at the national level this year. Certification indicates that UMass has met strict criteria in the areas of patient care, teaching and research.

RESEARCH

In FY 92, funding for research totaled \$56 million (see page 30); it is projected to be \$58 million in FY 93. The medical school ranks second among the 10 public medical schools in the Northeast, based on the amount of research funds awarded by the National Institutes of Health, and in the upper third among all of the country's medical schools. Among the 33 medical schools founded since 1965 – both public and private – UMass ranks third in NIH funding. Following is a sample of last year's research highlights.

■ UMass was selected as a participant in the first large-scale national breast cancer prevention study for women at increased risk for the disease. UMMC is one of 270 sites across the U.S. and Canada participating in the five-year study, conducted by the National Surgical Adjuvant Breast and Bowel Project and funded by the National Cancer Institute. The trial is designed to determine whether taking the drug tamoxifen will prevent breast cancer. Mary Costanza, MD, professor of medicine, is principal investigator for the UMass component, which administers a group of 10 participating hospitals in Central Massachusetts.

■ To test drugs that fight HIV in children, the National Institute of Allergy and Infectious Diseases awarded UMMC a five-year, \$1.8 million grant. The principal investigator is John Sullivan, MD, professor and vice chair of pediatrics, and professor of pathology and molecular genetics & microbiology. UMMC is one of 24 pediatric ACTG (AIDS Clinical Trials Group)

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Please make contribution payable to UMMC Annual Fund. Your gift is tax deductible to the extent of the law. Thank you for your support!

These gift categories will be listed in the 1993 UMass Medical Center annual report.

Friend	\$25 and above	Sponsor	\$1,000 and above
Advocate	\$100 and above	Patron	\$5,000 and above
Supporter	\$250 and above	Benefactor	\$10,000 and above
Donor	\$500 and above		

units in a U.S. cooperative network established in 1986. Sullivan and his team will oversee studies by the Western New England Pediatric Clinical Trials Group, which will test vaccines on HIV-infected pregnant women in hopes of protecting newborns from infection.

■ Kenneth L. Noller, MD, professor and chair of obstetrics & gynecology, received funding from the National Cancer Institute to continue studies of men and women exposed before birth to Diethylstilbestrol (DES), a drug formerly used to prevent miscarriage. The three-year award is for \$933,385.

■ UMMC is one of only six centers in the U.S. and Canada selected to participate in an international study aimed at accelerating the pace of research to cure diabetes. With a \$3.5 million, five-year grant from the Juvenile Diabetes Foundation, UMMC researchers will focus on inducing tolerance of transplanted insulin-producing tissue. The study is led by Aldo Rossini, MD, professor of medicine and director of the Division of Diabetes.

■ Arthur D. Anastopoulos, PhD, associate professor of psychiatry and pediatrics, is the principal investigator of a three-year study funded by the National Institute of Mental Health. Within a population of children with attention deficit hyperactivity disorder, the study will assess the impact of co-morbidity (other conditions that occur simultaneously with ADHD) on parent training outcome. The research team also will

examine the clinical efficacy of a combined parent training-counseling program versus parent counseling alone.

■ A four-year cooperative effort to help people stop smoking celebrated its accomplishments in 1992. The medical school, together with volunteers from the nearby "twin cities" of Fitchburg and Leominster, comprised one of 11 components nationwide – and the only one in New England – selected to participate in the study. Titled Community Intervention Trial for Smoking Cessation (COMMIT), this largest-ever federally funded smoking control study targeted worksites, schools and physician training for implementing smoking intervention techniques. The UMass director was Judith Ockene, PhD, professor of medicine and director, preventive and behavioral medicine.



JANICE HOWLAND OF NEW BRAintree
PARTICIPANT IN TAMOXIFEN STUDY

"I'M CONSIDERED AT RISK FOR

BREAST CANCER BECAUSE OF MY FAMILY

HISTORY AND MY OWN FOUR BIOPSIES.

MY SURGEON SAID THAT ANY TIME YOU

CAN BE IN A STUDY WHERE YOU'RE CARE-

FULLY MONITORED, IT'S VERY BENEFICIAL.

I FEEL VERY FORTUNATE TO BE PART OF

THIS STUDY BASED AT UMASS, BUT I HOPE

IN THE LONG RUN THAT ALL WOMEN WILL

BENEFIT FROM THE NATIONAL RESEARCH."

AWARDS AND HONORS

- Paul S. Appelbaum, MD, Arnold Frank Zeleznik Professor of Psychiatry, and director, Law & Psychiatry Program, was installed as president of the Massachusetts Psychiatric Society for a one-year term. He also was named chair of UMMC's Department of Psychiatry.
- Robert D. Baker Jr., MD, PhD, assistant professor of pediatrics, is president-elect of the American Society of Parenteral and Enteral Nutrition.
- For his pioneering efforts in the development of the digital imaging microscope, Fredric S. Fay, PhD, professor of physiology and pharmacology and director of the Biomedical Imaging Group, received the Worcester *Telegram & Gazette's* first Visions 2000 "Enterprise Award." Dr. Fay was cited for the scientific importance and economic impact of an invention that has been licensed for use in the biotechnology industry.
- For their work on growth factors and reproduction, Seetha Laxmanan, PhD, associate professor of surgery, together with medical student Alex Liu, won the top national award for urologic research from the American Urological Association.
- William G. Lavelle, MD, professor of surgery and chair, otolaryngology, was elected president of the National Residency Matching Program.
- Jeanne B. Lawrence, PhD, associate professor of cell biology, received the 1992 Biochemical Analysis Award from the German Society of Analytical Biochemistry.
- Chancellor/Dean Aaron Lazare, MD, was selected by the American Psychiatric Association to present the Benjamin Rush Award Lecture, an annual event honoring "an individual who has achieved renown for his or her contribution to the history of psychiatry." With his wife, Louise, he also received the 1992 Brotherhood Award for Humanitarianism from the National Conference of Christians and Jews, Worcester Chapter. They were honored for fostering diversity in a special way by adopting eight children of various races and ethnic backgrounds.
- Sandy C. Marks, PhD, professor of cell biology and radiology, was appointed to the editorial board of the *Journal of Clinical Anatomy*.
- Mani Menon, MD, professor of surgery and physiology, and chair, urology, was appointed to the executive committee of the National Kidney Urological Disease Advisory Board, which advises the U.S. president and the secretary of health and human services on issues related to kidney and urologic disease.
- The Department of Pediatrics was awarded the Ambulatory Pediatric Association's 1992 Outstanding Teaching Program Award, in recognition of its excellence in educational programs for medical students and residents and its national leadership in community-based general pediatric education. Thomas G. DeWitt, MD, associate professor of pediatrics and family & community medicine, and Kenneth Roberts, MD, professor and vice chair of pediatrics, accepted the award at the annual meeting, where Dr. DeWitt also became president-elect of the association.
- Christine Peeters-Asdourian, MD, assistant professor of anesthesiology, was elected president of the New England Pain Association.
- Danna B. Peterson, MBChB, associate professor of anesthesiology and director of the Department of Anesthesiology's Division of Education, was named director of the Society for Education in Anesthesia.

■ The Division of Public Sector Psychiatry was among five mental health programs in the country honored for significant achievement by the Hospital and Community Psychiatry Service of the American Psychiatric Association. The association presents these awards each year to recognize programs that have made an outstanding contribution to the mental health field, that provide a model for other programs, and that have met challenges presented by limited financial or staff resources or other significant obstacles.

■ Molly Schwenn, MD, associate professor of pediatrics, Division of Pediatric Hematology/Oncology, was listed in the first edition of the *Best Doctors in America* directory.

■ John L. Sullivan, MD, professor of pathology and molecular genetics & microbiology, and professor and vice-chair of pediatrics, received the 1992 Distinguished Service Award at the second annual "In The Best Interests of Children" statewide awards ceremony, for his "contributions to the battle against pediatric AIDS in the laboratory and in the hospital and community."

SPOTLIGHTS

■ Last summer's Hurricane Andrew brought about the first large-scale activation of the National Disaster Medical System, which resulted in deployment of several Disaster Medical Assistance Teams (DMAT) from around the country, including the UMMC-sponsored DMAT. For its first mission since forming four years ago, the volunteer group was well prepared, having executed numerous drills, including medical coverage at Sail Boston '92. Team members include physicians, nurses, paramedics and support personnel from UMass and other local healthcare organizations. Two groups from the 120-member team served in the aftermath of the hurricane that devastated parts of Florida. Their service received national recognition from Washington, D.C.

■ The Child Care Center doubled its capacity by opening a second facility and adding coverage for another shift. Now located on Country Club Boulevard as well as on the UMMC campus, Child Care Services provides care for children from infancy through pre-school, on a sliding fee schedule.

■ For demonstrating exceptional performance and dedication to patient care and staff relations, the following were selected "Employee of the Month" in 1992: Stephen Haley, Computer Services; Mark Johnson, Animal Medicine; Ada Dumas, Environmental Building Services; Kevin Cotter,

Cardiothoracic Surgery; and Brenda McSherry, Nuclear Cardiology. Other Employees of the Month, who also were honored as outstanding state employees at the annual awards dinner in Boston, were Rick Stratton, Physical Plant; Ruth Sherman, Group Practice Plan; Stephanie Lavoie, RN, Nursing; Carol Mader, Rheumatology; Stephen Olson, Pulmonary Clinic; Annanaomi Sams, Library. Employees who attended the ceremony to receive the "Commonwealth Citation for Outstanding Performance" award were Rebecca Bishop, Hospital Fiscal Services; Lanny Hilgar, Public Affairs and Publications; Dexter Malone, Decision Support Services; Daniel Mullen, Pharmacology; Suzanne O'Brien, Clinical Pathology; and Myles Walsh, Copy Center.

■ For its success in raising more than \$210,000 in pledges, the Medical Center received special recognition from Governor Weld and the United Way for employee contributions to the 1992 Commonwealth of Massachusetts Employees Campaign (COMEC). In a State House ceremony, Weld praised UMMC for its "outstanding support" of COMEC. The United Way of Central Massachusetts, one of COMEC's beneficiaries, also saluted UMMC for "campaign excellence."

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Fiscal Year 1992

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The Children's Medical Center (CMC) at the University of Massachusetts Medical Center is a "hospital within a hospital" providing specialized care for young patients from infancy through adolescence.

The CMC plays a leadership role in healthcare for children in the region, with the largest inpatient pediatric unit and the only pediatric intensive care unit between Boston and Springfield.

In recognition of the unique and essential role that the Children's Medical Center serves in the community, UMMC supporters have been asked to consider a special gift for the Children's Medical Center, to ensure the highest quality of care for children, during the current year's annual campaign.

Hundreds of friends have already responded generously to the needs of the CMC's young patients. If you would like to make a gift to the Children's Medical Center, please contact: Development Office, Children's Medical Center, University of Massachusetts Medical Center, 55 Lake Avenue North, Worcester, MA 01655, or call 508/856-5520.

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William D. Kelleher Jr. has been named president of the University of Massachusetts Medical Center Foundation Inc. at Worcester, a non-profit organization formed last year by Worcester business and community leaders "to foster and promote the mission of the University of Massachusetts Medical Center in its pursuit of excellence in patient care, research and education, and to maximize the benefits of the Medical Center to the community."

Kelleher is co-founder and president of Kelleher & Sadowsky Associates Inc., the largest real estate brokerage firm in Central Massachusetts. He holds the same position with Trust of New England Inc./Better Homes & Gardens Real Estate Service.

A past president of the Worcester Area Chamber of Commerce and the Downtown Worcester Development Corporation, he currently serves on UMMC's Hospital Management Board. He also is a director of Community Healthlink and the Worcester Municipal Research Bureau.

Kelleher describes the Foundation as "a vehicle which can be of tremendous value to UMMC in fulfilling its mission. In turn, we in the community need to recognize the value of this growing institution, both as an economic engine and as a healthcare resource equal to any."

The Foundation operates under its own charter as a non-governmental, charitable organization. Its directors (opposite page 32) share a vision where financial support can be provided to initiate scholarships for needy students, establish endowed professorships and academic chairs, and substantially assist in important medical research programs.

"These are accomplished through advocacy, fundraising, and through leveraging the non-financial assets of the institution to take advantage of opportunities that arise," said Kelleher.

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MAJOR GIFTS SUPPORT PLANS FOR LEARNING CENTER

The Medical Center is closer to realizing its goal of building a Learning Center on campus since receiving generous gifts from two philanthropists – Salah M. Hassanein of New Jersey and Jacob Hiatt of Worcester.

When plans for UMMC were developed in the mid-1960s, it was in vogue to lecture to medical students in large amphitheatres. Today, educators recognize that smaller classrooms encourage interactive learning experiences. But little has changed since the 1973 opening of UMMC's school building, where students attend classes in three large amphitheatres and some small temporary classrooms.

To create the new Learning Center, two courtyards that flank the Lamar Soutter Library will be transformed into 16 classrooms and two small, intimate amphitheatres. Architectural plans provide two levels of critically needed teaching and conference space, with all student educational activities consolidated into one area. Anticipated support for construction will come from foundations and corporations, as well as from alumni and other individual philanthropists.

Salah M. Hassanein, president of Warner Brothers International Theaters, is known throughout the world for his philanthropic endeavors in the healthcare field. The 45-year veteran of the motion picture industry is celebrated for his work with Variety Clubs International, the Will Rogers Memorial Fund and the Foundation of the Motion Picture Pioneers. In 1992 he received a Doctor of Humane Letters degree from UMMC.

Jacob Hiatt, a Worcester industrialist and philanthropist, is a benefactor of many educational and charitable organizations. A recent example is a \$500,000 scholarship program for area high school seniors, named for his late wife Frances. In 1986, the Frances L. Hiatt Child Care Center was dedicated at UMMC in recognition of Jacob Hiatt's support of the Medical Center's child care services.

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New England Life Flight Fund
Nursing Burn Unit/4ICA Fund
OB/GYN Fund
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Pediatric ICU Patient Care Fund
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Research in Blood Disease Fund
Mathew Ryan Young Lectureship Fund
Surgical Research & Education Fund
Trauma Center Fund
UMass Medical School Scholarship & Loan Fund
Janice Wiles Memorial Lectureship Fund

**The 1992-93 annual fund campaign invites donors to designate their gifts for the Children's Medical Center. These gifts will be acknowledged in UMMC's FY 93 annual report.*

FACTS AND FIGURES

FY 92 FUNDING AND REVENUE

State appropriation ¹ for schools (6 %).....	\$21 million
Group Practice.....	\$68 million
Hospital	\$217 million
State contracts ²	\$12 million
Research (sponsored activity)	\$56 million
Self-supporting activities ³	\$19 million
Total.....	\$393 million

¹ The hospital receives no state appropriation.

² Supports public service activity, including provision of mental health and pediatric services for those who cannot afford private care.

³ Examples are parking trust fund, continuing education, financial aid and student fees.

FY 93 PROJECTED FUNDING AND REVENUE

State appropriation ¹ for schools (5.4 %)	\$23 million
Group Practice.....	\$79 million
Hospital	\$237 million
State contracts ²	\$12 million
Research (sponsored activity)	\$58 million
Self-supporting activities ³	\$16 million
Total	\$425 million

RESEARCH FUNDING

(includes sponsored activity – federal and private grants, contracts and overhead)

1992 \$56 million

1991 \$54 million

1990 \$50 million

1989 \$45 million

1988 \$39 million

STATE APPROPRIATION

(as percent of total Medical Center funding and revenue sources)

1992 6.0 percent

1991 7.0 percent

1990 8.3 percent

1989 10.3 percent

1988 12.2 percent

EDUCATION

(1992-93 figures)

MEDICAL SCHOOL

MD students	423
Alumni	1,546
Residents and fellows in UMMC programs	445

GRADUATE SCHOOL OF BIOMEDICAL SCIENCES

PhD students.....	89
Alumni	56

GRADUATE SCHOOL OF NURSING

MS students.....	73
Alumni	142

CONTINUING EDUCATION

Registrants in UMMC-sponsored programs	7,135
--	-------

PATIENT SERVICES FY 92

Number of beds.....	371
Number of patients admitted.....	15,084
Occupancy.....	85%
Average length of stay	7 days
(not including psychiatric patients)	
Annual inpatient surgical procedures	7,822
Annual outpatient surgical procedures	4,998
Outpatient clinic visits.....	250,514
(excluding ancillary, emergency, Tri-River and day surgery visits)	
Emergency Department visits	46,283
Visits to Tri-River Family Health Center	33,844
(UMMC's satellite in Uxbridge)	
New England Life Flight missions	882
Trauma admissions	1,387

CLOSING WORDS

SO MUCH OF WHAT IS BEING ACCOMPLISHED AT THE UNIVERSITY OF MASSACHUSETTS MEDICAL CENTER REFLECTS MY

AGENDA OF PUBLIC HEALTHCARE ISSUES AS SURGEON GENERAL, MY PROFESSIONAL INTERESTS AS A PEDIATRICIAN, AND MY HEARTFELT CONCERNS

AS A WOMAN. **F**OR A QUARTER CENTURY, THIS MEDICAL CENTER HAS SHOWN A STRONG COMMITMENT TO TRAINING IN PRIMARY CARE –

TRAINING THAT IS IMPORTANT FOR THE PUBLIC SECTOR, AND FOR THE UNDERSERVED. AS THE COMMONWEALTH'S ONLY ACADEMIC HEALTH CENTER

OUTSIDE BOSTON, THIS MEDICAL CENTER HAS EARNED BOTH A NATIONAL AND INTERNATIONAL REPUTATION FOR PURSUING PROGRAMS OF THE

HIGHEST CALIBER. **W**HEN I THINK OF THE FINE WORK THAT IS BEING DONE AT THIS CENTER, I CANNOT HELP BUT THINK OF THE WORD

"EMPOWERMENT." FOR IT IS THE IDEAS AND THE FINDINGS, THE RESEARCH AND THE LEAPS OF THE IMAGINATION, THE NEW DATA AND THE

SUDDEN BURSTS OF INSPIRATION – THAT COME FROM YOUR FACULTY AND STUDENTS ALIKE – THAT WILL EMPOWER US WITH GREATER HEALTH

AND WELLBEING FOR THE FUTURE. **F**OR MANY YEARS, I HAVE FOLLOWED WITH INTEREST YOUR LEADERSHIP AND ADVANCES IN SUCH CLINICAL

RESEARCH AREAS AS CARDIOVASCULAR MEDICINE, INFECTIOUS DISEASES, CHILDREN'S HEALTHCARE, PUBLIC SECTOR PSYCHIATRY, AND METABOLIC

DISEASES. **I** ALSO ACKNOWLEDGE YOUR EMPOWERMENT OF THOSE IN THE COMMUNITY WHO MAY NOT BE ABLE TO SPEAK FOR THEMSELVES.

THE UNIVERSITY OF MASSACHUSETTS MEDICAL CENTER HAS BEEN A MODEL TO ACADEMIC CENTERS ACROSS THE COUNTRY BY SHARING ITS

RESOURCES WITH THE COMMUNITY IN A HOST OF AREAS, INCLUDING AIDS EDUCATION, PEDIATRIC AND ADULT RESEARCH AND PATIENT CARE,

OB/GYN SERVICES TO THE UNDERSERVED, AND PREVENTIVE, BEHAVIORAL, AND COMMUNITY-FOCUSED MEDICINE.

I COMMEND YOU, AND ALSO URGE YOU NOT ONLY TO CONTINUE, BUT TO EXPAND ON THESE PROGRAMS

AS WELL. YOU ARE SMALL ENOUGH TO BE PERSONAL, BUT LARGE ENOUGH TO BE POWERFUL.



Before offering UMMC's annual fall convocation audience her keynote address on "Challenge, Change, and Caring: Watchwords for a Healthier America," United States Surgeon General Antonia Novello, MD, MPH, spoke with enthusiasm about UMass. Excerpts of those remarks are reprinted here.

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